
Appendix B

Detailed Work Plans

May 31, 2011

INTRODUCTION

This appendix includes work plan narratives and detailed work plans for the two options identified by the Arizona Leadership as being the most likely options for Arizona. The two options presented in this appendix are:

Option 1: Using the Federal Exchange

Option 3: Leveraging Existing Arizona Systems and Filling the GAPS with New Development

These narratives, work plans, and the detailed work plans follow guidelines and system development life cycle (SDLC) required by the federal grant applications. We begin with Option 1 which is followed by Option 3.

OPTION 1 – ADOPT OR DEFAULT TO THE FEDERAL EXCHANGE

Overview

We provide this summary with a major caveat that the least is known about this particular option and there is significant speculation trying to assess what this means and what the State might be expected to do under this option. Given these unknowns, we have assumed the following:

The Federal ACA Exchange will present and provide all of the consumer facing components of the ACA including such things as consumer mediation, education and choice, integration and the following:

- Call center
- Quality rating system
- Exchange website and premium calculator
- Eligibility determinations for Exchange participation, premium tax credits, and cost-sharing reductions
- Enrollment process for Health Insurance
- Applications and notices
- Individual responsibility determinations
- Premium tax credit and cost-sharing reduction administration
- Appeals of eligibility determinations
- Outreach and education
- Risk adjustment and transitional reinsurance
- SHOP Exchange-specific functions, including provider education, outreach, support and ability to update employee listings, etc.

We are assuming for purposes of this option, that the federal government will handle this for the State of Arizona and the American Indian Tribes throughout the State so that there is seamless access throughout the entirety of Arizona geography.

The areas that are less clearly federal responsibilities, but will be required for the ACA Exchange include: Certification, recertification, and decertification of Qualified Arizona Health Plans

- Quality rating system of Arizona Health Plans and associated reporting
- Navigator Program to support Arizona consumers and small employers
- Seamless eligibility and enrollment process with Medicaid and other State health subsidy programs
- Enrollment process for Medicaid and CHIP
- Applications and notices for Medicaid and CHIP
- Appeals of eligibility determinations which are all going to be based on the fundamentals of Medicaid eligibility as the base

In addition to these areas, it is unclear how things will work if the federal government determines an Arizona resident eligible for Medicaid based on their calculation of the ACA rules: is Arizona expected to accept this life and put it on Medicaid? Our assumption in the models of this option, and our work plan, is that Arizona would want to validate the results and also assess the person's likely eligibility for traditional Medicaid coverage and other human service programs.

Another big area of consideration is the accountability and audit of enrollment associated with the federal determination of eligibility. Will the federal government hold Arizona harmless in this process so that, if it is later determined the person was NOT eligible for Medicaid or CHIP, costs incurred by Arizona would be recovered and the State would not be penalized.

Option 1: Summary Work Plan

With the aforementioned considerations and assumptions in mind, we have prepared a draft work plan. The details of this plan are included below. We have summarized the work plan here.

- **Negotiate and Clarify with the Feds** – Includes gaining clarity on the items noted as open above as well as the federal timeline for completing the Federal ACA Exchange and the Federal Data Hub. Once these items are clarified, an integration plan can be developed. This also includes identification of these systems for the ability to test the integration with Arizona.
- **Determine the Financing Alternatives for this Option** – It is not clear in review of the current financing vehicles (i.e., Exchange Establishment Grant or 90/10 Financing) that any of them would cover this option. Federal financial participation in this option for the work the State must do must be understood and clarified during the negotiations with the feds.
- **Identify and Secure Project Team** - Based on the negotiations with the feds, the State will need to identify the appropriate State staff in the appropriate State agencies and, if needed, augment with a vendor. If a vendor is required, there may be a procurement required to secure a vendor, unless an existing contract can be amended or vendor resources can be secured through the State Contract.
- **Plan, Design, Develop, Test and Implement State to Fed Comprehensive Integration** – Based on the negotiations with the feds, the State will need to develop a comprehensive integration plan. This plan should leverage the existing capabilities, but will need to address:

- Submission of Approved Health Plans to the feds (minimally, verify State's certification of the Health Plan for Arizona)
- Ability to provide quality rating system on Arizona Health Plans
- Ability for the feds to query to determine if the applicant applying, modifying or renewing on the Federal ACA Exchange is known to Arizona Medicaid and/or CHIP Programs and current status of enrollment
- Ability to receive eligible Medicaid and CHIP lives from the feds
- Ability to notify feds of a person's loss of coverage in Arizona for reasons such as moving out of State, lack of premium payment, failure to comply, etc.
- Ability to receive supporting documentation/verification from the feds to document eligibility and or support eligibility determination with other human service programs at the state or community level
- Establishment of a NIEM Translator to support exchange of information with the feds

Once the components of the plan are confirmed, the team will need to design, develop, test (which will include end-to-end testing with the feds) and implemented the integration components.

- **Identify Capacity and Scale Required and Upgrade Systems, Infrastructure and Telecommunications to Accommodate** – Identify capacity and scale required to support the new transactions, the increase in potential eligible and/or enrolled persons and the real-time nature of transactions once the negotiations are completed with the feds and the integration requirements are confirmed. Once this sizing is done, the State will need to purchase and or re-allocate current resources to accommodate the increased capacity and scale requirements.
- **Plan, Design, Develop, Test and Implement Modifications to Existing Operational System Components** – Operational components such as modifying Arizona systems to support the new Medicaid eligibility programs (including re-directing persons to the Federal ACA Exchange if they are likely eligible under the MAGI rules), TIPS data exchange, program notices, appeals received on eligibility, call center and eligibility/enrollment staff education, policies and associated materials. Modify existing (traditional) Medicaid, CHIP and other rules to take into account the new Medicaid (i.e., MAGI) eligibility. Modifying public facing systems to accommodate new Medicaid eligibility which will include impacts on Health-e-Arizona, My Benefits, MYAHCCCS, AHCCCS On-Line, and State Portals. [Note: Beyond State programs, there will likely be an impact on community information sites and community health programs where rules will also have to be modified to account for the new Medicaid eligibility. The costs and effort associated with community health program modifications are not included in the estimates of the level of effort required for this option.]
- **Plan, Design, Develop, Test and Implement Modifications to Existing Systems for Required Upgrades** – These are the components discussed as the overarching changes that need to be made for every option. These include changes required for upgrading the AZTECS database to support the expected increase in volume of applicants and real-time transaction processing; leveraging Health-e-Arizona as a front-end for AZTECS users, leverage of the document management systems and the call centers to support the new volumes and processes.
- **Provide Reporting and Updates as Required by the Feds and the State Oversight**
- **Maintain and Integrate Into Obsolescence and Replacement Plan** – All of the changes made at the State level will need to be maintained, included in upgrade plans, obsolescence and replacement and associated vendor support (if required).

Detailed Work Plan and Timeline

The following graphic presents a summary plan for this project as described in the narrative above.

Arizona Work Plan and Projected Timeline	Timeline in Quarters								
Project Steps	1	2	3	4	5	6	7	8	9
<i>Negotiate and Clarify with the Feds</i>									
Gain Clarity on the Federal Exchange Features	≠								
Gain Clarity on the Timeline for the Implementation of the Federal Exchange	≠								
Gain Clarity on the Timeline for the Implementation of the Federal Data Hub	≠								
<i>Determine the Financing Alternatives</i>									
Submit Exchange Establishment Grant Request	≠								
Submit 90/10 Financing Grant Request	≠								
Submit Advance Planning Documents	≠								
<i>Establish IT Governance</i>	≠								
<i>Establish Arizona Project Teams</i>	≠								
<i>Conduct Planning for AZTECS Database Upgrade</i>	≠								
<i>Conduct Planning for AZTECS Front End Replacement</i>	≠								
<i>Conduct Planning for ACE Upgrade</i>	≠								
<i>Determine Procurement</i>									
Determine Procurement for AZTECS Database Upgrade									
Determine Procurement for AZTECS Front End Replacement									
Determine Procurement for ACE Upgrade									
Determine Procurement for the State Hub (Connect2Coverage)									
<i>Project Startup and Administration (Project Baseline Review)</i>									
Confirm Organization Structure and Participation	≠								
Clarify and Confirm Project Scope and Operations	≠								
Schedule and conduct weekly project management meetings	≠								
Define Social Media Update Strategy									
Update Social Media Forums at least Monthly									
Identify Subject Matter Experts									
Confirm Team Roles and Responsibilities	≠								
Review Project Plan and Key Milestones	≠								
Confirm and Review Project Performance Measures On-going	≠								
Review Implementation Approach									
Review and Approve Deliverable Specifications	≠								
Review and Approve Deliverables	≠								
Establish On-going Project Risk Analysis	≠								
Evaluate Alternatives Analysis for Integration of Existing & New Systems	≠								

Identify and Execute CCIIO Reporting	≠								
Develop and Implement a customer support operating plan									
Conduct CCIIO Briefings/Presentations & Include Feedback									

Architecture Review									
Establish Business Process Models	≠								
Review Requirements Document	≠								
Review Architectural Diagrams for the State Hub (Connect2Coverage)	≠								
Incorporate Architectural options for legacy & TPA systems	≠								
Address impact of AZTECS Database Upgrade Plan and Timelines	≠								
Address impact of AZTECS Front End Replacement Plan and Timelines	≠								
Address impact of ACE Upgrade Plan and Timelines	≠								
Discuss and develop detailed integration plan between the State Hub and Federal Exchange	≠								
Conduct CCIIO Briefings/Presentations & Include Feedback	≠								

Preliminary Design Review									
Define System Security Plan		≠	≠						
Define Test Plan(s) and Traceability Matrix		≠	≠						
Define Logical Data Model using NIEM Standards as required by 1561		≠	≠						
Define Data Flow Diagrams		≠	≠						
Finalize Data User Agreement(s)			≠		≠				
Finalize Technical Architecture Diagrams		≠	≠						
Identify and Establish Development and Test Environments		≠	≠						
Identify and Establish Hosting Environment		≠	≠						
Review and Finalize Additional Technical Infrastructure Requirements		≠	≠						
Finalize Software and Hardware Needs and Acquisition		≠	≠						
Finalize Intra/Inter Agency Data Agreement between Agencies		≠	≠		≠				
Finalize Data Privacy and Security Requirements			≠						
Insure compliance with Required Additional Features for Connect2Coverage for HITECH, HIPAA, FIPS, FIPs, NIST, Accessibility Standards			≠						
Define plan for "at-rest" Encryption for HIPAA related Data			≠						
Conduct CCIIO Briefings/Presentations & Include Feedback			≠						

Detailed Design Review										
State Hub (Connect2Coverage) System Design										
Conduct RAD Sessions with SMEs on State Hub Functions and Features										
Conduct SME Sessions for Modification to Health-e-Arizona on Collecting Additional Data Elements Needed for the Arizona Programs										
Discuss and Document Eligibility Rules Impacts for MAGI Eligibility										
Document Designs for Automated Verifications with Federal Data Hub										
Create System Design Document										
Create Database Design Document										
Create Physical Data Model										
Create Data Management Plan		≠		≠						
Create Data Conversion Plan				≠						
Incorporate Automated Code Review Results										
Incorporate in Connect2Coverage Prototype		≠	≠	≠	≠					
AZTECS Upgraded Database Design										
Discuss and Document Design for the Upgraded AZTECS Database										
AZTECS Front End Replacement Design										
Discuss and Document Design for the replacement of AZTECS Front End										
ACE Upgrade Design										
Discuss and Document Design for the upgrade of ACE										
Interface Design										
Schedule and Conduct Weekly Technical Meetings										
Create Interface Control Documents for Federal & State Verification Services, State Eligibility, TPAs, Health Plans, Others as needed										
Discuss and Document Web Services Design or Consumption Plan for Integration of the State Hub with the Federal Exchange										
Discuss and Document Design for NIEM Translator										
Discuss and Document Authentication Mechanism for these Services										
Obtain Access to the Test Environments for Interface Systems										
Conduct CCIIO Briefings/Presentations & Include Feedback										

Final Design Review									
Review and Finalize Connect2Coverage System Design Documents				≠					
Review and Finalize AZTECS Database Upgrade Design Documents				≠					
Review and Finalize AZTECS Front End Replacement Design Documents				≠					
Review and Finalize ACE Upgrade Design Documents				≠					
Review and Finalize Interface Control Documents				≠					
Review and Finalize Web Service Design Documents				≠					
Review and Finalize Design for NIEM Translator				≠					
Review and Finalize Database Design Documents				≠					
Review and Finalize Physical Database Design				≠					
Review and Finalize Data Management Plan				≠					
Review and Finalize Data Conversion Plan				≠					
Review Automated Code Review Results				≠					
Conduct CCIO Briefings/Presentations & Include Feedback				≠					
System and Interface Development									
State Hub (Connect2Coverage) System Development									
Modify Health-e-Arizona to Populate Base Application with Information Received from the Federal Exchange				≠		≠			
Modify Health-e-Arizona to Collect Additional Data Elements that are Required for the Arizona Programs				≠		≠			
Modify Health-e-Arizona Rules Engine to Determine Preliminary Eligibility for the Arizona Programs based on the MAGI Eligibility Results				≠		≠			
Consume Eligibility Rules and Federal Verification Web Services				≠		≠			
Build Web Services for State Eligibility and Verification Interfaces				≠		≠			
Modify Other Eligibility Rules to support cross-program integration				≠		≠			
Implement Translations & Accessibility for Additional Screens and Questions				≠		≠			
Implement Code Level Security for Additional Screens				≠		≠			
Integrate the system with the Federal Exchange and Federal Data Hub				≠		≠			
Upgrade AZTECS Database									
Replace AZTECS Front End with Health-e-Arizona (Connect2Coverage)									
Upgrade ACE									
Integrate SHOP Exchange with Connect2Coverage									
Interface Development									

Configure Connect2Coverage ESB Services Framework				≠	≠			
Modify Web Services per the Interface Control Documents and Design				≠	≠			
Implement Authentication Mechanism for the Interface Services				≠	≠			
Develop all interfaces using a standard service, HIPAA transaction				≠	≠			
Develop NIEM Translator				≠	≠			
Modify TIPS Interface to make it Real Time				≠	≠			
Pre-Operational Readiness Review								
Create/Evaluate Contingency Plan					≠			
Create/Evaluate Inter/Intra Agency Agmts for Integration Readiness					≠			
Create/Evaluate Test Case Specifications for System and Interface Testing					≠			
Create/Evaluate Implementation Plan					≠			
Create/Evaluate User Manuals					≠			
Create/Evaluate Operations and Maintenance Manuals					≠			
Create/Evaluate Training Plan					≠			
System Testing								
Conduct Unit Testing					≠			
Conduct Integration Testing of the State Hub with the Federal Exchange and Federal Data Hub					≠			
Conduct End-to-End Testing					≠			
Conduct Load and Concurrency Testing					≠			
Conduct Security Testing					≠			
Review Security Testing Results					≠			
Implement Security Scan Remediation					≠			
Conduct Accessibility Testing					≠			
Conduct Cross-Browser Testing					≠			
Interface Testing								
Conduct Unit Testing					≠			
Conduct Integration Testing					≠			
Conduct Load and Concurrency Testing					≠			
Conduct Security Testing					≠			
Review Security Testing Results					≠			
Implement Security Scan Remediation					≠			
Create Test Summary Report					≠			
Create Defect Report					≠			
Obtain Stakeholders' Buy Off on Test Results					≠			
Conduct CCIIO Briefings/Presentations & Include Feedback					≠			
User Acceptance Testing (UAT)								

Finalize Test Scenarios and UAT Participants								≠		
Identify Focus Groups for UAT								≠		
Develop UAT Plan and Coordination								≠		
Conduct UAT on Connect2Coverage and Interfaces								≠		
Conduct UAT on Upgraded AZTECS Database								≠		
Conduct UAT on new AZTECS Front End								≠		
Conduct UAT on Upgraded ACE								≠		
Document Test Results								≠		
Discuss Issues and Finalize Pre- and Post-Implementation Fixes								≠		
Implement Pre-Implementation Fixes to Connect2Coverage and Interfaces								≠		
Revalidation Testing										
Develop Revalidation Testing Plan and Coordination								≠		
Conduct Revalidation Testing on Issues Reported								≠		
Document Test Results								≠		
Obtain Stakeholders' Buy Off on Test Results								≠		
Conduct CCIIO Briefings/Presentations & Include Feedback									≠	
Operational Readiness Review										
Review/Evaluate Contingency Plan									≠	
Review/Evaluate Inter/Intra Agency Agreements									≠	
Review/Evaluate Implementation Plan									≠	
Review/Evaluate User Manuals									≠	
Review/Evaluate Operations and Maintenance Manuals									≠	
Review/Evaluate Test Summary Reports									≠	
Review/Evaluate Defect Reports									≠	
Review/Evaluate Security Test Results									≠	
Implementation										
Develop Go Live Check List									≠	
Establish Pre Production and Production Environments										
Install State Hub in Production Environment									≠	
Implement Interfaces in Production Environment									≠	
Complete Data Migration									≠	
Implement customer support mechanisms							≠	≠	≠	
Set up Administrative User Accounts									≠	
Conduct Production System and Interface Validation									≠	
Complete Go Live Check List									≠	
Post-Implementation Evaluation										
Develop and Submit Project Closeout Report to CCIIO										≠
Develop and Submit Post Implementation Review to CCIIO										≠

questions about how to best achieve a “first-class” consumer experience and meet all the required ACA compliance and standards. The prototype has also helped us think through the tasks and activities that the State has to undertake for the development, implementation and operations of the Exchange. It has been instrumental in shaping up the project work plan, resource allocations and budgeting and the activities described below.]

Work Plan Narrative

Summarized below are the activities that the Arizona would have to undertake and execute to establish an ACA Exchange for Arizona that leverages existing Arizona technology assets.

- **Determine the Financing Alternatives for this Option** – This option will require the State to submit for the Exchange Establishment Grant and 90/10 financing. The State will need to establish a team to submit the appropriate grant requests, Advanced Planning Documents and other required budget forms to the CCIIO and CMS to secure the resources.
- **Establish IT Governance** - The IT Governance for this project should be established and should include the Governor's Office Exchange Leadership and Associated Leadership from DES, AHCCCS and the Department of Insurance. This Governance group will be staffed by the Arizona Project Manager and supported as needed by the project team. The IT Governance Committee will be provided status updates, support the team in making timely decisions and help the team overcome barriers.
- **Establish Arizona Project Team** – Certain positions should be secured, whether as employees or contracted positions to support the project and augment the cross-agency coordination that will be required. A key position is a Project Manager to oversee the IT projects. This person could be a current State agency staff person or may be someone who the state hires (staff or contract) to support the project. There are other key positions that also will be required to support this effort and are identified as resources required.
- **Determine Procurement** – Simultaneously with initiating the federal financial participation (90/10) and grant requests, the State should determine which services will need to be procured and mechanisms for procuring vendor support and options. The most obvious areas where vendor support will be likely under this option are: Upgrade of the AZTECS Database; Using Health-e-Arizona (Connect2Coverage) as the AZTECS front-end; the Arizona ACA Exchange (Connect2Coverage) and Health Plan Aggregation and Third Party Administration support for the SHOP Exchange. Procurement options will range from modifying existing contracts, to sole source contracts (where justified), to purchasing off the State contract, to competitive procurements. The vendor or vendor(s) selected through these procurement processes are hereinafter referred to as vendor in this work plan.
- **Project Startup and Administrative Review**- During this step various project initiation activities will be performed. The Connect2Coverage Project Leadership Team, the Arizona Project Manager, Project Leads for each Agency or Stakeholder Group and the Vendor Team Leadership will meet to review the project and establish appropriate project operations, milestones, reporting, and other appropriate metrics to identify project progress. The resultant project administration will be on-going throughout the project and adjusted to accommodate evolving project needs. In addition, a critical function of the project start-up team will be to insure meetings with key stakeholder groups established and a process for real-time exchange of communication and idea sharing, such as social networks or RSS feeds, is implemented for use by the Connect2Coverage Team. In addition, the IT Governance Group will establish a plan and work with CCIIO to collaborate and report progress so that CCIIO's insights and direction are

incorporated into the project as well as insuring the project meets the goals for both Arizona and CCIIO who will be representing other federal agencies for this project.

The Connect2Coverage Project Team will finalize project team members (project managers, subject matter experts and other team members) and will define roles and responsibilities for the team members. The project scope, implementation approach and performance measures will also be reviewed and updated based on the operational approaches established by the project leadership.

- ***Planning and Initial Technology Acquisition for Arizona's Commercial Insurance and SHOP Exchange*** - Arizona must seek technology that will support the essential information technology elements of technology support for aggregating the commercial insurance offering and the SHOP Exchange that allows for seamless consumer experience between these choices and public benefits and are capable of:
 1. Guiding employers through the process of registration/application, eligibility determination, and choice of a defined contribution,
 2. Guiding employees through their choice of carrier and plan design from the plans offered in the SHOP Exchange,
 3. Delivering enrollment information to the carriers or third party administrators, and
 4. Performing other functions of the SHOP Exchange required by the ACA

The planning and assessment for this commercial insurance and SHOP Exchange technology support to be integrated with Connect2Coverage will be done as one of the first steps in this process so that procurement activities can support the procurement for this type of support.

- ***Planning, Design, Development and Upgrade of the AZTECS Database*** - Arizona must identify an approach for upgrading or augmenting (data store) the AZTECS database to support more real-time processing as well as increase transaction volume that will be inherent with the changes in coverage accorded by ACA. These decisions should be made in the initial step of the project so that the vendor can be procured and the plan can be executed in tandem and coordination with the Connect2Coverage development and implementation. This component of the plan is likely to require some form of procurement.
- ***Planning, Design, Development and Upgrade of the AZTECS Front-End with Health-e-Arizona (i.e., Connect2Coverage)*** – Arizona must identify an approach for upgrading the front end AZTECS with Connect2Coverage for eligibility worker to improve their support of consumers, efficiency, support of the call center and other activity associated with eligibility determination and associated case management. These changes should be done in a manner that is consistent with the Arizona ACA Exchange so that workers are familiar with and working in context of a system that is similar to that used by consumers. Like the upgrade of the AZTECS Database, these decisions should be made in the initial step of the project so that the vendor can be procured and the plan can be executed in tandem and coordination with the Connect2Coverage development and implementation.

- ***IT Project Dashboard Reports***

The IT dashboard reports will contain high level status of the project that reveals the health of the project. Key indicators like schedule, effort, milestones, and progress percent and other stats will be indicated in these reports. These reports will display the current state of the project and help to identify current and future execution challenges. These reports will be submitted to CCIIO starting from project startup and will continue through post implementation in a weekly basis.

- ***Project Deliverables***

One of the ongoing activities will involve managing the project deliverables as required by CCIIO and CMS. These deliverables will include dashboard reports, user manuals, system and operations manuals and other documentations required in the project. The State will assign appropriate staffing resources to work closely with the stakeholders and manage these deliverables starting from the project startup on an ongoing basis.

- ***Architecture Review***

During this step, the Connect2Coverage Project Team will confirm the business process model for the project and the requirements documents. The Connect2Coverage Project Team will also review the architecture of the current State systems in Arizona such as the AZTECS, PMMIS, third party administrator systems for SHOP, and the state and federal portals; the system upgrades, transitions and/or replacement, planned for these systems to identify impacts on the integration of these systems with Connect2Coverage.

During this step the team will work on an integration plan for Connect2Coverage with all these systems that are robust, flexible and service based, wherever possible. This integration will be supported by the Connect2Coverage enterprise service bus and service oriented architecture. The business process model, requirements document and integration plan reports will be presented to the IT Governance Group.

- ***Project Baseline Review***

The Connect2Coverage Project Team will define and document the project charter and the project management plan. Both will be reviewed with the IT Governance Group. Once approved, the Connect2Coverage Project Team will publish project schedules and the proposed release plan. All these deliverables will be approved by the IT Governance Group, reviewed with and CCIIO.

- ***Preliminary Design Review***

This step will include a preliminary review of the system design. The Connect2Coverage Project Team will work on the following and will review results of analysis with the IT Governance Group:

- Technical architecture diagram
- Logical data model employing the NIEM standards as set forth in 1561
- Data flow diagram
- Graphical user experience (GUX)
- System security plan

- Test plan and traceability matrix

One of the major tasks that will need to be accomplished during this step is analysis and initial design of the consumer and employer user experience. The Project Team will work with GUX consultants to assist in development of the high level plan for GUX in Connect2Coverage. While the consumer and employers are a primary focus, the needs of all potential users (system administrators, eligibility workers, navigators, brokers, agents, call center staff, health plans and others) will also be addressed in this process. Consistent with the 1561 standards and Federal Guidance, the user experience must also address the FIPS, HiTECH, HIPAA and NIST privacy and security requirements for the consumer information. All this must also be reconciled with the Arizona state privacy and security regulations. This must also include identifying additional features that need to be implemented in Healthy Arizona to comply with the consumer privacy and security requirements

The GUX must also insure that Connect2Coverage complies with accessibility requirements (508), be understandable and provide guidance to consumers and employers so they can make informed decisions as well as provide direction to persons who need assistance with their application in where to get help. Finally, consistent with 1561, Connect2Coverage is just one access point for consumers and employers. The experience of these users must be consistent regardless of what channel they come through to seek health coverage. This will require the review of the associated work flows when legacy systems serve as the channel to obtain health coverage. The Connect2Coverage Project Team understands this is a critical process to the success of Connect2Coverage and will pay particular attention to this throughout each step of the Project SDLC.

The IT Governance Group will be briefed throughout this step of the project and review and approve all deliverables. When the analytical deliverables are completed, the Connect2Coverage development and hosting environments will be constructed by the Connect2Coverage Project Team. Appropriate presentations and briefings to CCIIO will also be conducted during this step.

- ***Detailed Design Review***

Once the preliminary design is completed, the Connect2Coverage Project Team, with the GUX Experts, will work on the detailed design of the system, including GUX, and interfaces.

During this step the following activities will be conducted:

- Rapid Application Development (RAD) design sessions with Subject Matter Experts (SMEs) to identify additional features that need to be implemented in Connect2Coverage.
- The GUX Team will identify focus groups (such as end users, graphics experts and other subject matter experts) for the design of the “first class” consumer experience and conduct the design sessions with them. These sessions will identify changes that need to be made to the system in terms of the GUX and other user interface features to make the system intuitive and easy for the consumers.
- Once the GUX changes are identified, the leadership team will identify and finalize the vendor for the GUX design.

- The team will finalize other system changes such as: user interface, consumption of federal ACA rules and verification services and incorporation of state and other eligibility rules, system administration for commercial and SHOP insurance, and other system components, as required.
- The technical teams for the interfaces will meet to finalize the Interface Control Documents (ICD) for different interfaces between Connect2Coverage and other state, federal and third party systems.
- The Connect2Coverage Project Team will design a set of web services and APIs that can be used by external systems to support the communication between Connect2Coverage and these systems. These web services and APIs will be based on federal standards such as NIEM and XML where NIEM standards have not been developed. The external systems will need to build to these web services and APIs. We will also borrow heavily from the Arizona TIPS model, already in use to support data exchange between PMMIS, AZTECS and Health-e-Arizona.
- The team will work on the database design document and will layout the physical data model for the system databases.
- The Connect2Coverage Project Team will update the Connect2Coverage Prototype.
- The Connect2Coverage Project Team will adopt or develop a NIEM translator to convert NIEM data to a data set that can be used in the TIPS interface structure..

The IT Governance Group will be briefed throughout this step of the project and review and approve all deliverables. When the analytical deliverables are completed, the Connect2Coverage development and hosting environments will be constructed by the Connect2Coverage Project Team. Appropriate presentations and briefings to CCIIO will also be conducted during this step.

- ***Final Detailed Design Review***

The Connect2Coverage Project Team will incorporate feedback in the Connect2Coverage Prototype and update appropriate project documents. Once the feedback has been incorporated the Connect2Coverage Prototype will be reviewed with the IT Governance Group. This prototype will be presented to CCIIO.

- ***System and Interface Development***

Once the designs are finalized and memorialized in the Connect2Coverage Prototype, Connect2Coverage Project Team will start the development of the system and interface components. This will include building out additional features such as:

- Additional screens and data elements
- GUX changes
- Consume the federal eligibility rules web services and modify the existing eligibility rules for the items that are not available in the federal rules engine web services
- Address automated verifications to state systems like Vital Records, IEVS, New Hires, DMV and others
- Translations of additional data elements
- Accessibility features for the additional screens and functionalities
- Security and privacy features for the additional functionalities

- Integration of the system with the State and Federal portals
- And many others.

While the system development activities are underway, the Connect2Coverage Project Team will configure Connect2Coverage's (leveraged from Healthy Arizona) interface framework and web services and will start working on the development of the additional interfaces. This will include:

- Developing the generic web services and APIs as per the interface design
- Working with the technical teams for the interfacing systems (Insurance TPA, State and Federal Portals, Health Plans and others) on the integration
- Utilizing the federal web services or APIs for developing the interfaces to the federal verification systems
- Implementing APIs for other systems as appropriate for integration with their systems for local programs in Connect2Coverage

The IT Governance Group will be briefed throughout this step of the project and review and approve all deliverables. Appropriate presentations and briefings to CCIO will be conducted during this step. The primary deliverable will be beta tested software.

- ***Pre-Operational Readiness Review***

This step will include system qualification and readiness review before the operational readiness plan is defined. During this step the system and interfaces will be tested to ensure compliance with the requirements. The following tasks will be conducted during this step:

- Create test specifications, eLearning modules, operations and system maintenance manuals
- Develop a training plan
- Prepare a contingency plan
- Conduct unit, integration and end-to-end testing of Connect2Coverage
- Conduct Connect2Coverage interface testing
- Conduct cross browser testing
- Conduct accessibility testing
- Conduct load and concurrency testing of the system and will work with the technical teams of the other interface systems on the load and concurrency testing of the interfaces
- Conduct security scans of Connect2Coverage

Test results for the above mentioned tests will be documented and reviewed with the IT Governance Group. The Connect2Coverage Project Team will prepare for the User Acceptance Testing (UAT).

The following activities are planned for UAT:

- Develop the UAT Plan, review with Connect2Coverage Project Leadership. This plan will include, but not be limited to: Identify resources, settings, GUX supported focus groups, administrative users, eligibility workers and others
- Prepare test cases and expected outcomes
- The system and interface components will be tested by the testers during the UAT to ensure compliance with the design specifications
- The GUX Experts will design a series of tests to ensure that the GUX is well received and supports all the goals set forth earlier in this work plan
- Issues and suggestions by the testers will be documented and appropriately disposed
- Once the agreed to changes are made, UAT re-validation will be conducted

Once the UAT issues are revalidated, the test summary report and defect report will be reviewed with the IT Governance Group. Appropriate presentations and briefings will be made to CCIIO.

- ***Operational Readiness Review***

This process will be a final review and assessment of the readiness of the system for productive use. The Connect2Coverage Project Team will prepare a go-live check list and will review it with the IT Governance Group and appropriate persons responsible for systems who have interfaces with Connect2Coverage. This check list will include user support services that will be offered for Connect2Coverage. The IT Governance Group will review the go-live checklist and approve the implementation of Connect2Coverage in the production environment.

- ***Implementation***

During this step, the system and the interfaces will be implemented in the production environment. The following tasks will be executed during this step:

- Conduct Training
- Establish user support services (call center, live chat, help desk)
- Execute an outreach and communication plan to include:
 - Media campaigns
 - Updates on the social networks such as Facebook, Twitter and project blog
 - Other outreach and communication materials to existing users and agencies, as well as new users
- Move Connect2Coverage and the interfaces in the production environment
- Complete data migration, if required
- Complete the final Connect2Coverage and interface testing in the live production environment
- Send go-live notification to the appropriate parties
- Complete the go-live check list and review with the IT Governance Group
- Monitor use and user support services to insure smooth operations.
- Review consumer and employer on-line survey results to monitor progress, identify areas where Connect2Coverage could be modified to better support users and review with IT Governance Group

- ***Post Implementation Evaluation***

Once the system is implemented in the production environment, the Connect2Coverage Project Team, in concert with the IT Governance Group, will conduct various post-implementation evaluation activities that will include the following:

- Connect2Coverage maintenance management and upgrade plan
- Preparing and submitting the project closeout report to CCIIO, and
- Preparing and submitting the post implementation review report to CCIIO

Detailed Work Plan and Timeline

The following graphic presents a summary plan for this project as described in the narrative above.

Arizona Work Plan and Projected Timeline	Timeline in Quarters								
Project Steps	1	2	3	4	5	6	7	8	9
<i>Determine the Financing Alternatives</i>									
Submit Exchange Establishment Grant Request	≠								
Submit 90/10 Financing Grant Request	≠								
Submit Advance Planning Documents	≠								
<i>Establish IT Governance</i>	≠								
<i>Establish Arizona Project Teams</i>	≠								
<i>Conduct Planning for AZTECS Database Upgrade</i>	≠								
<i>Conduct Planning for AZTECS Front End Replacement</i>	≠								
<i>Conduct Planning for ACE Upgrade</i>	≠								
<i>Conduct Planning and Assessment for SHOP Exchange Technology Solution</i>	≠								

<i>Determine Procurement</i>									
Determine Procurement for AZTECS Database Upgrade									
Determine Procurement for AZTECS Front End Replacement									
Determine Procurement for ACE Upgrade									
Determine Procurement for Connect2Coverage									
Determine Procurement for Third Party Administration for SHOP Exchange									

<i>Project Startup and Administration (Project Baseline Review)</i>									
Confirm Organization Structure and Participation	≠								
Clarify and Confirm Project Scope and Operations	≠								
Schedule and conduct weekly project management meetings	≠								
Define Social Media Update Strategy									
Update Social Media Forums at least Monthly									
Identify Subject Matter Experts									
Confirm Team Roles and Responsibilities	≠								
Review Project Plan and Key Milestones	≠								
Schedule and conduct quarterly web-ex meetings with other states	≠								

Confirm and Review Project Performance Measures On-going	≠								
Review Implementation Approach									
Review and Approve Deliverable Specifications	≠								
Review and Approve Deliverables	≠								
Establish On-going Project Risk Analysis	≠								
Evaluate Alternatives Analysis for Integration of Existing & New Systems	≠								
Identify and Execute CCIIO Reporting	≠								
Develop and Implement a customer support operating plan									
Conduct CCIIO Briefings/Presentations & Include Feedback									

Architecture Review									
Establish Business Process Models	≠								
Review Requirements Document	≠								
Review Architectural Diagrams for Connect2Coverage	≠								
Incorporate Architectural options for legacy & TPA systems	≠								
Address impact of AZTECS Database Upgrade Plan and Timelines	≠								
Address impact of AZTECS Front End Replacement Plan and Timelines	≠								
Address impact of ACE Upgrade Plan and Timelines	≠								
Discuss and develop detailed integration plan	≠								
Conduct CCIIO Briefings/Presentations & Include Feedback	≠								
Architecture Review									

Preliminary Design Review									
Define System Security Plan		≠	≠						
Define Test Plan(s) and Traceability Matrix		≠	≠						
Define Logical Data Model using NIEM Standards as required by 1561		≠	≠						
Define Data Flow Diagrams		≠	≠						
Finalize Data User Agreement(s)			≠	≠					
Finalize Technical Architecture Diagrams		≠	≠						
Identify and Establish Development and Test Environments		≠	≠						
Identify and Establish Hosting Environment		≠	≠						
Review and Finalize Additional Technical Infrastructure Requirements		≠	≠						
Finalize Software and Hardware Needs and Acquisition		≠	≠						
Finalize Intra/Inter Agency Data Agreement between Agencies		≠	≠	≠					
Finalize the IRS Data Matching Design			≠						
Finalize Data Privacy and Security Requirements			≠						

Insure compliance with Required Additional Features for HMP for HITECH, HIPAA, FIPS, FIPs, NIST, Accessibility Standards			≠						
Define plan for "at-rest" Encryption for HIPAA related Data			≠						
Conduct CCIO Briefings/Presentations & Include Feedback			≠						

Detailed Design Review									
Connect2Coverage System Design									
Conduct RAD Sessions with SMEs on Additional Functions and Features									
Conduct GUX Design Sessions to identify the First Class Consumer Exp.									
Finalize GUX Changes									
Finalize Translations and Accessibility of Additional Screens & Questions			≠	≠					
Discuss and Document Additional Data Elements Needed									
Discuss and Document Eligibility Rules									
Document Designs to Consume Eligibility Rules & Verification Services									
Document Designs for Automated Verifications with State Eligibility & other Verification Systems									
Create System Design Document									
Create Database Design Document									
Create Physical Data Model									
Create Data Management Plan		≠		≠					
Create Data Conversion Plan				≠					
Incorporate Automated Code Review Results									
Incorporate in Connect2Coverage Prototype		≠	≠		≠				
AZTECS Upgraded Database Design									
Discuss and Document Design for the Upgraded AZTECS Database									
AZTECS Front End Replacement Design									
Discuss and Document Design for the replacement of AZTECS Front End									
ACE Upgrade Design									
Discuss and Document Design for the upgrade of ACE									
SHOP Exchange System Design									
Discuss and Document System Design for the SHOP Exchange									
Discuss and Document Integration Plan for the SHOP Exchange with Connect2Coverage									
Interface Design									
Schedule and Conduct Weekly Technical Meetings			≠	≠					

Create Interface Control Documents Federal & State Verification Services, State Eligibility, TPAs, Health Plans, Others as needed			≠	≠					
Discuss and Document Web Services Design or Consumption Plan for Federal & State Verifications, State Eligibility, TPAs, Health Plans, Others			≠	≠					
Discuss and Document Design for NIEM Translator			≠	≠					
Discuss and Document Authentication Mechanism for these Services			≠	≠					
Obtain Access to the Test Environments for Interface Systems				≠					
Conduct CCIIO Briefings/Presentations & Include Feedback				≠					

Final Design Review									
Review and Finalize Connect2Coverage System Design Documents				≠					
Review and Finalize AZTECS Database Upgrade Design Documents				≠					
Review and Finalize AZTECS Front End Replacement Design Documents				≠					
Review and Finalize ACE Upgrade Design Documents				≠					
Review and Finalize SHOP Exchange System Design Documents				≠					
Review and Finalize Interface Control Documents				≠					
Review and Finalize Design for NIEM Translator				≠					
Review and Finalize Database Design Documents				≠					
Review and Finalize Physical Database Design				≠					
Review and Finalize Data Management Plan				≠					
Review and Finalize Data Conversion Plan				≠					
Review Automated Code Review Results				≠					
Conduct CCIIO Briefings/Presentations & Include Feedback				≠					

System and Interface Development									
Connect2Coverage System Development									
Modify GUX & User Interface to support First Class Consumer Experience				≠		≠			
Add Additional Data Elements as identified				≠		≠			
Consume Eligibility Rules and Federal Verification Web Services				≠		≠			
Build Web Services for State Eligibility and Verification Interfaces				≠		≠			
Implement IRS Data Matching				≠		≠			
Modify Other Eligibility Rules to support cross-program integration				≠		≠			
Implement Translations & Accessibility for Additional Screens and Questions				≠		≠			
Implement Code Level Security for Additional Screens				≠		≠			
Integrate the system with the Federal & State portals				≠		≠			

Upgrade AZTECS Database									
Replace AZTECS Front End with Health-e-Arizona (Connect2Coverage)									
Upgrade ACE									
Develop SHOP Exchange									
Integrate SHOP Exchange with Connect2Coverage									
Interface Development									
Configure Connect2Coverage ESB Services Framework									
Modify Web Services per the Interface Control Documents									
Implement Authentication Mechanism for the Interface Services									
Develop all interfaces using a standard service, HIPAA transaction									
Develop NIEM Translator									
Modify TIPS Interface to make it Real Time									

Pre-Operational Readiness Review									
Create/Evaluate Contingency Plan						≠			
Create/Evaluate Inter/Intra Agency Agmts for Integration Readiness						≠			
Create/Evaluate Test Case Specifications for System and Interface Testing						≠			
Create/Evaluate Implementation Plan						≠			
Create/Evaluate User Manuals						≠			
Create/Evaluate Operations and Maintenance Manuals						≠			
Create/Evaluate Training Plan						≠			
System Testing									
Conduct Unit Testing						≠			
Conduct Integration Testing						≠			
Conduct End-to-End Testing						≠			
Conduct Load and Concurrency Testing						≠			
Conduct Security Testing						≠			
Review Security Testing Results						≠			
Implement Security Scan Remediation						≠			
Conduct Accessibility Testing						≠			
Conduct Cross-Browser Testing						≠			
Interface Testing									
Conduct Unit Testing						≠			
Conduct Integration Testing						≠			
Conduct Load and Concurrency Testing						≠			
Conduct Security Testing						≠			
Review Security Testing Results						≠			
Implement Security Scan Remediation						≠			

Create Test Summary Report								≠			
Create Defect Report								≠			
Obtain Stakeholders' Buy Off on Test Results								≠			
Conduct CCIIO Briefings/Presentations & Include Feedback								≠			
User Acceptance Testing (UAT)											
Finalize Test Scenarios and UAT Participants									≠		
Identify Focus Groups for UAT (for the First Class Consumer Experience)									≠		
Develop UAT Plan and Coordination									≠		
Conduct UAT on Connect2Coverage and Interfaces									≠		
Conduct UAT on Upgraded AZTECS Database									≠		
Conduct UAT on new AZTECS Front End									≠		
Conduct UAT on Upgraded ACE									≠		
Conduct UAT on SHOP Exchange									≠		
Document Test Results									≠		
Discuss Issues and Finalize Pre- and Post-Implementation Fixes									≠		
Implement Pre-Implementation Fixes to Connect2Coverage and Interfaces									≠		
Revalidation Testing											
Develop Revalidation Testing Plan and Coordination									≠		
Conduct Revalidation Testing on Issues Reported									≠		
Document Test Results									≠		
Obtain Stakeholders' Buy Off on Test Results									≠		
Conduct CCIIO Briefings/Presentations & Include Feedback										≠	
Operational Readiness Review											
Review/Evaluate Contingency Plan										≠	
Review/Evaluate Inter/Intra Agency Agreements										≠	
Review/Evaluate Implementation Plan										≠	
Review/Evaluate User Manuals										≠	
Review/Evaluate Operations and Maintenance Manuals										≠	
Review/Evaluate Test Summary Reports										≠	
Review/Evaluate Defect Reports										≠	
Review/Evaluate Security Test Results										≠	

Implementation											
Develop Go Live Check List										≠	
Establish Pre Production and Production Environments											
Install System in Production Environment										≠	
Implement Interfaces in Production Environment										≠	
Complete Data Migration										≠	

Implement customer support mechanisms						≠	≠	≠	
Set up Administrative User Accounts								≠	
Conduct Production System and Interface Validation								≠	
Complete Go Live Check List								≠	
Post-Implementation Evaluation									
Develop and Submit Project Closeout Report to CCIO									≠
Develop and Submit Post Implementation Review to CCIO									≠
IT Project Dashboard Reports									≠
Open House								≠	≠
Legend									
Indicates partial activities during the quarter	≠								
Indicates full-time activities during the quarter		Color Shading							